



MEMPHIS, TENNESSEE

RENEWAL COMMUNITY APPLICATION



Executive Summary

“The objective of a community is not merely to survive, but to progress, to go forward into an ever-increasing enjoyment of the blessings conferred by the rich resources of this nation under the benefaction of the Supreme Being for the benefit of all the people of that community.

If a well-governed city were to confine its governmental functions merely to the task of assuring survival, if it were to do nothing but provide ‘basic services’ for an animal survival, it would be a city without parks, swimming pools, zoos, baseball diamonds, football gridirons and playgrounds for children. Such a city would be a dreary city indeed. As man cannot live by bread alone, a city cannot endure on cement, asphalt and sewer pipes alone. A city must have a municipal spirit beyond its physical properties, it must be alive with an esprit de corps, its personality must be such that visitors – both business and tourist – are attracted to the city, pleased by it and wish to return to it. That personality must be one to which the population contributes by mass participation in activities identified with that city.”

Justice John L. Musmanno, *Conrad v. Pittsburgh* (Pa. 1966)

The Memphis Renewal Community application is rooted in this concept of public and private partnership, designed to create a City in which the municipal spirit is alive and thriving.

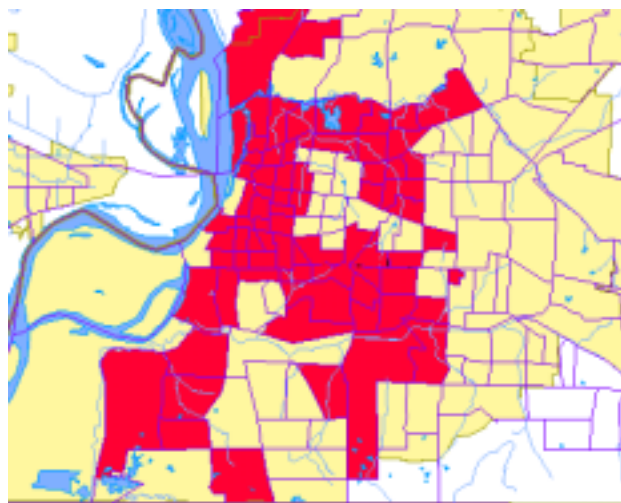
The challenges of poverty and unemployment that permeate the fabric of Memphis are not easily solved. We recognize and acknowledge that there are pervasive and long-standing problems that require new and collaborative initiatives to address the core problems that allow this life cycle of human struggle to continue. These solutions will not come without great effort. However, our faith sustains us and the human spirit within us provides the motivation and the desire to create livable and sustainable communities. The Renewal Community we envision will accomplish this goal by not only creating economic opportunities but also providing hope to many Memphis residents. Along with us on this exciting journey of change are both community and private sector participants all constructing a new paradigm for living, brick by brick, cemented together by the desire and the will to control their own destiny.

This journey we take with public, private and community participants is fueled by the knowledge that what we can accomplish together in our Renewal Community is greater than what we can achieve alone. The essence of what we seek to do is improve the human existence and spirit. The thriving communities we strive to create are well worth the sacrifices and travails that we acknowledge will be experienced along the way. However, the road we travel is paved with the unwavering commitment of community support, public responsibility and private resolve, all leading to a better future for the city we call home – Memphis.



Choosing the Memphis Renewal Community

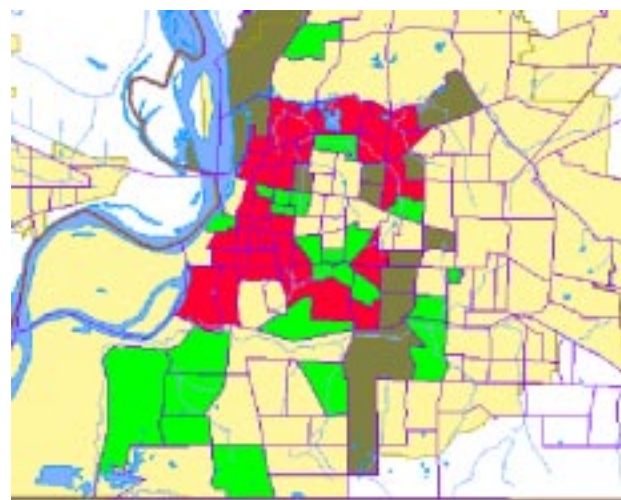
While there has been significant economic growth in Memphis in the past ten years, the benefits of that growth have not extended into the entire community. The Memphis Renewal Community was chosen through a public process and was designed to reflect an area in the city which has the greatest need, which extends the federal tax incentives to the largest number of residents and which offers the greatest utilization of the tax incentives to stimulate business growth.



**Memphis Tennessee
Census Tracts with 20% Poverty or Greater**

residents – with very high rates of poverty, unemployment and low income households and thus “win” the designation. For many municipalities across the country, this is an easy decision because poverty is largely concentrated within a small pocket of the community.

In Memphis, the decision is more difficult. Out of 185 census tracts within Shelby County, 77 (41.6%) of them have a poverty rate of 20% or more. 63 (34.0%) have a poverty rate of 25% or more. Still more frightening, 45 (24.3%) have a poverty rate of 40% or more. 20 of these census tracts – over 10% – have a poverty rate of 50% or more. 67 census tracts meet or exceed the required unemployment criteria of 9.4%; tract 41 with the highest unemployment level of 42.48%, and tract 220.1 with the lowest at 9.54%. 45 census tracts meet or exceed the low income household criteria.



**Memphis Tennessee Census Tracts
Color Coded for Renewal Community Consideration**

The Renewal Community selection process – by its statistical design – encourages an urban community to isolate an area of need within a community that ranks as high as possible in terms of its unemployment, poverty and the number of households designated as low income. As it is designed, the higher the rates of poverty, unemployment, and for urban areas, percentage of households below the median income, the higher the ranking and the more likely an area is to be chosen for the designation. Because the minimum population can be as low as 4,000, it is possible for an urban center to design a Renewal Community area for a limited number of census tracts – and

The diagram to the left demonstrates the various areas of need in the City of Memphis. The census tracts in red represent those that meet or exceed all three of the Renewal Community selection criteria. They are each over 20% poverty, over 9.4% unemployment and over 70% of the households are low income. The census tracts in light green represent those tracts that meet or exceed the criteria of 20% poverty, and also meet or exceed one of the other two threshold criteria: unemployment or low income households. The census tracts shown in dark green are each over 20% poverty, but do not meet either of the other threshold requirements.

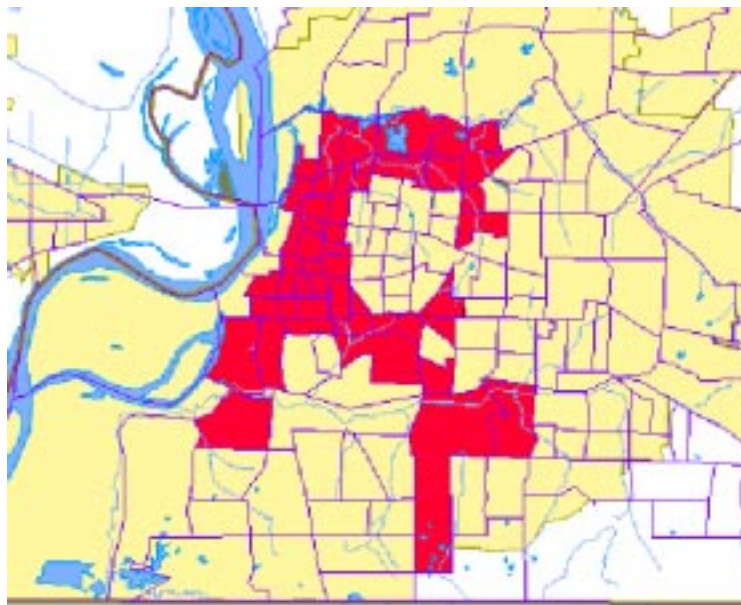


Clearly the need in Memphis is great. A Renewal Community Task Force was assembled and an aggressive effort was launched in early June to communicate the importance of a Renewal Community designation to the City's growth and to involve every sector of the community in designing a successful application. Through newspaper articles and advertisements, as well as direct mail, elected officials, including City Council, County Commission and State legislators, division directors of the City's administration, members of the Enterprise Community Leadership Board and District Councils, members of the faith community and non-profit sector, residents and business owners in the existing Enterprise Communities, as well as business leaders from across the city were invited to a series of public meetings to join the planning effort.

Four (4) initial meetings were held in different locations around the city, including two in the existing Enterprise Communities, one in downtown Memphis, and another in the eastern portion of the city. The goal was to make these meetings as accessible as possible to every sector of the community. Participants ranged from residents and business owners of the immediate area to major employers throughout the city. Representatives of the non-profit community, particularly area community development corporations were in attendance. A concerted effort was made to involve local tax professionals, including certified public accountants and attorneys, and to communicate the planning effort to commercial real estate developers and major land owners.

Each individual who attended one of these initial meetings was invited to continue to join the planning effort and regular weekly meetings were held every Tuesday evening at a central city location, beginning on July 24 and continuing through October 24. Between meetings, individual meetings were held with local business and community leaders who were unable to attend the meetings but were crucial to the success of the effort.

In the end, members of the planning team carefully balanced the areas of greatest need with the areas that could effectively take advantage of the RC tax incentives to stimulate business growth, all the while attempting to keep the rates of poverty, unemployment and low income households as statistically high as possible.



Memphis, Tennessee Renewal Community
144,917 Population
18.494% Unemployment
79.06% Low-Income Households



Geographic & Population Requirements

The Memphis Renewal Community lies wholly in the municipal boundaries of the City of Memphis, Shelby County, Tennessee. The boundary of the designated area is continuous. An official Census Bureau map of the designated area is included with this application.

The 1990 population of the City of Memphis was 610,337. The population of the proposed Memphis Renewal Community – made up of 48 census tracts – is 144,917.

Economic Condition Requirements

RC Census Tracts
Ranked in Descending
Order by % Poverty

Tract	% Poverty
41	84
22	79.3
40	78.6
45	78
48	75.8
50	73.4
20	71.4
46	71.2
23	67
54	62.7
21	60.8
3	60.4
2	58.4
24	56.5
18	56.1
10	55.9
51	54.6
49	50.9
58	50.8
53	49.5
6	49.5
59	49.1
4	48
28	47.4
38	46.7
44	46.2
37	46
105	45.8
19	45.4
5	44.6
8	44.6
67	43.8
39	42.3
57	42
81.1	41.8
60	41.4
61	41.3
68	41.1
90	40.7
55	40.5
78.1	40.1
47	39.1
14	36.2
7	33.4
9	32.9
65	31.6
222.2	28.8
104.2	26.5

Source:
1990 Census

RC Census Tracts
Ranked in Descending
Order by % Low Income

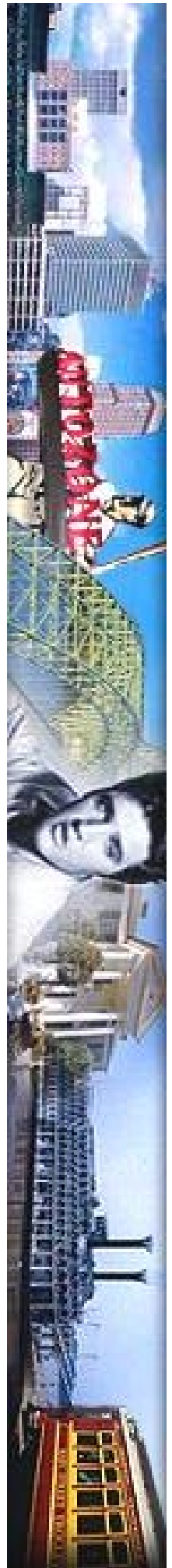
Tract	% Low Income
22	97.6
41	97.4
40	96.6
45	94.6
44	93.7
23	92.3
48	92.1
54	90.8
50	90.5
18	90
46	89.1
20	88.3
21	87.8
24	85
3	83.9
2	83.9
49	82.7
4	82.7
58	82.3
53	82.3
38	82.3
55	81.3
61	80.8
37	80.4
5	80.1
6	79.8
51	79.7
19	79.3
8	79.1
67	79
90	78.9
10	78.8
59	77.8
47	77.7
57	77.4
60	76.1
39	76
14	74.7
78.1	74.4
68	74.1
9	71.8
28	70.8
81.1	70.5
105	67.4
65	65.4
7	63.6
222.2	62.1
104.2	55.6

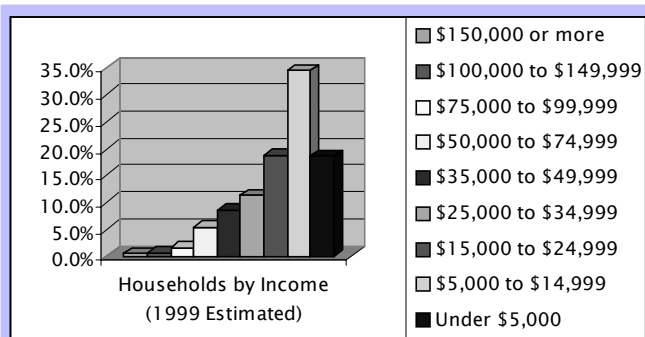
Source:
1990 Census

Unemployment: The 144,917 residents in the three predominately African-American neighborhoods face an aggregate unemployment rate of 18.494%.

Poverty: Every census tract in the Memphis Renewal Community far exceeds the required 20% poverty level, ranging from a low of 26.5% in census tract 104.2 to a high of 84% in tract 41.

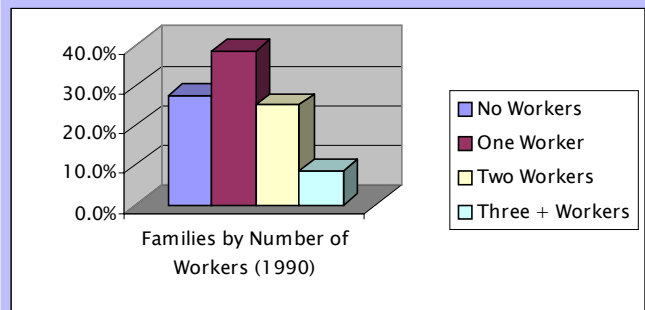
Income: 79.06% of the households in the nominated area have incomes below 80% of the Household Adjusted Median Family Income (HAMFI), tract 22 leads the list with a staggering 97.6% of low income households.





Households by Income (1999 Estimated) 44,086

\$150,000 or more	0.5%
\$100,000 to \$149,999	0.7%
\$75,000 to \$99,999	1.7%
\$50,000 to \$74,999	5.4%
\$35,000 to \$49,999	8.5%
\$25,000 to \$34,999	11.3%
\$15,000 to \$24,999	18.8%
\$5,000 to \$14,999	34.4%
Under \$5,000	18.7%
Average Income per Household	\$ 22,089
Median Income per Household	\$ 15,374
Per Capita Income per Household	\$ 8,594



Owner-Occupied Property Values (1990) 17,203

Under \$25,000	27.8%
\$25,000 to \$49,999	52.4%
\$50,000 to \$74,999	11.7%
\$75,000 to \$99,999	2.8%
\$100,000 to \$149,999	1.1%
\$150,000 to \$199,999	1.0%
\$200,000 to \$299,999	0.9%
\$300,000 to \$399,999	0.0%
\$400,000 to \$499,999	0.0%
Over \$500,000	0.2%
Median Property Value	\$36,813

Median household income (1999 estimated) for the Memphis Renewal Community is a mere \$10,263, compared to over \$22,000 for the City of Memphis and over \$27,000 for Shelby County. In an age that requires a two-income household to sustain most families, 38.7% of the 33,369 families in the RC have only one worker.

The median value of the 17,203 owner-occupied homes in the RC was \$36,813.00 according to the 1990 Census, with nearly 28% below \$25,000.00, compared to a median value of \$55,000.00 for the City of Memphis and over \$66,000.00 for the entire county.

Of the 82,615 residents in the Memphis Renewal Community over 25 years of age, 53.9% have less than a high school education; 23.9% have only an elementary school education. Only 25.7% graduated high school, 12.4% have some college education, but only 2.5% have received an associate degree, and 3.8% have received a Bachelors degree. The remaining 1.7% of the residents have a graduate degree.

Population 25+ by Education Level (1990) 82,615

Elementary (0-8)	23.9%
Some High School (9-11)	30.0%
High School Graduate (12)	25.7%
Some College (13-15)	12.4%
Associates Degree Only	2.5%
Bachelors Degree Only	3.8%
Graduate Degree	1.7%



Course of Action

Key Partners

The Memphis Renewal Community Task Force included representation from the following organizations:

Center City Commission
City of Memphis Administration
City of Memphis Division of Housing & Community Development
City of Memphis Division of Public Services
City of Memphis Division of Public Works
Community Foundation of Greater Memphis
Enterprise Community Business Owner
Enterprise Community Leadership Board
First Tennessee Housing Corporation
Hanover Walsh Jalenak & Blair, Attorneys-at-Law
LeMoyné-Owen College Community Development Corporation
Memphis and Shelby County Division of Planning & Development
Memphis Area Chamber of Commerce
Memphis City Council
Memphis Community Development Partnership
Memphis Housing Authority
Morgan Keegan & Company, Inc.
Nevels CDC
Office of Representative Harold Ford, Jr.
Office of Senator Bill Frist
Office of Senator Fred Thompson
Small Business Administration
Tennessee Department of Human Services
United Way of the Mid-South
U.S. Department of Housing & Urban Development
Watkins Uiberall, CPA
Workforce Development Agency

As stated earlier in the application, a Renewal Community Task Force was assembled and an aggressive effort was launched in early June to communicate the importance of a Renewal Community designation to the City's growth and to involve every sector of the community in designing a successful application. Through newspaper articles and advertisements, as well as direct mail, elected officials, including City Council, County Commission and State legislators, division directors of the City's administration, members of the Enterprise Community Leadership Board and District Councils, members of the faith community and non-profit sector, residents and business owners in the existing Enterprise Communities, as well as business leaders from across the city, were invited to a series of public meetings to join the planning effort. The table to the left lists the organizations represented by members of the Renewal Community Task Force. These entities helped design the RC Course of Action and fully committed to achieving its goals.

Required Goals and Actions

As required by the Renewal Community Program, the City of Memphis, working with other local and state government entities, is committed to working with community-based organizations to reduce burdens and to improve services for RC residents and businesses. This plan outlines just a few of the on-going and planned activities that will meet the requirements of the Renewal Community Course of Action.

Reducing Tax Burdens

A reduction of tax rates or fees applying within the RC.

Memphis and Shelby County Industrial Development Board (IDB)

The Memphis and Shelby County Industrial Development Board (IDB), formed in 1996, is responsible for implementing the City and County Payment-In-Lieu-of Taxes (PILOT) Program. The Board evaluates applications for PILOT eligibility based primarily on the four performance standards: number and type of jobs created; annual base wage; capital investment in real and personal property, and location of the project. The IDB recognizes the importance of promoting location within the Memphis Renewal Community and will grant PILOT applicants additional points for location within the area.



The specific types of projects that may apply for and be considered for PILOT incentives so long as the proposal otherwise meets the Boards criteria are: Industrial Projects constructed to manufacture, assemble, process, fabricate and distribute agricultural, mining, or manufactured products; Pollution Control projects have been found by the legislature to be in the public interest without regard to employment factors; Distribution facilities constructed to receive and forward final goods to various locations; and Office buildings and service facilities constructed for a specific tenant who will occupy said building or facility for at least the term of the PILOT. Other non-retail projects may be considered for PILOT on a case-by-case basis.

If accepted, the PILOT freeze is 100% (City of Memphis) and 75% (Shelby County) of the current assessed value of the Real Estate and 100% (City of Memphis) and 75% (Shelby County) of the personal property for a period of years as designated by the IDB.

Sample Payment In Lieu of Taxes (PILOT) Granted		
Company	Jobs Committed	Term
Building Plastics	30 jobs	6 yr.
Delta Metals	99 jobs	7 yr.
Ewing Moving	55 jobs	8 yr.
Fleischmann's Yeast	64 jobs	5 yr.
Hershey	253 jobs	7 yr.
Lallemant Yeast	40 jobs	7 yr.
Marianna	20 jobs	6 yr.
Penn Specialty Chemical	25 jobs	8 yr.
Praxair Inc.	12 jobs	8 yr.
ReDel National Tire Corp.	111 jobs	4 yr.
Schering Plough	171 jobs	9 yr.
Von Drehle Corp.	25 jobs	5 yr.
Smith & Nephew	415 jobs	12 yr.
Sonoco Products	21 jobs	5 yr.
Williams Refinery	90 jobs	8 yr.

Based upon 1999 PILOT statistics the average tax abatement value for one year is \$223,210 and the average PILOT lease term is 6.8 years. More importantly, the average number of jobs created by each PILOT firm is 149. The number of firms receiving 1-5 year PILOTS was nineteen, creating an average of 47 jobs per firm. The number of firms receiving 6-10 year PILOTS was eighteen, creating an average of 206 jobs per firm. The number of firms receiving 11+ year PILOTS was four, creating an average of 375 jobs.

Memphis and Shelby County Community Redevelopment Agency (CRA)

Memphis and Shelby County Community Redevelopment Agency (CRA) was established in 2000 to combat slum and blighted areas that constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of Shelby County. Goals for CRA include:

- Create neighborhoods in which people share a sense of belonging.
- Encourage preservation and a mixture of uses and activities that welcome and serve citizens of diverse incomes and ages.
- Preserve historic/cultural/natural assets; use them to reinforce a unique sense of place.
- Use the best design practices available to increase personal safety and social interaction.
- Maximize the use of existing infrastructure and give public funding priority to preserving and rebuilding existing neighborhoods.
- Encourage the preservation of natural resources and use environmentally sustainable development practices.
- Incorporate green spaces as a part of neighborhoods.
- Encourage usable alternatives to the automobile as part of a transportation system that is accessible to all citizens and that supports good neighborhood design.
- Create sustainable mixed income communities
- Improve job availability
- Create a climate that encourages business start-up and expansion
- Increase housing choice and affordability
- Improve economic opportunity
- Promote civic pride and community building
- Promote a sense of place and quality of life for all citizens



The CRA has identified areas for redevelopment characterized by a loss of population, jobs and adequate housing. Acres of land can often be characterized in these communities by vacant parcels, boarded up buildings and incompatible adjacent land usage. Poor demographic trends also often signal a loss of community capital. The Office of Planning and Development has identified ten commercial corridors and their surrounding residential districts as redevelopment areas. Six of these areas are in the Memphis Renewal Community.

Improving Local Services

An increase in the level of efficiency of local services within the RC, such as services for residents funded through the Families First and related Federal programs including, for example, job support services, child care and after school care for children of working residents, employment training, transportation services and other services that help residents become economically self-sufficient.

The Memphis Renewal Community will emphasize the availability to training in its strategies to reduce the unemployment rate. Access to training must be readily accessible by RC residents, not miles away. Transportation to both job training and job opportunities becomes a critical factor in overcoming these barriers. The identification of key growth industries and the creation of pilot training programs for jobs within these industries is of critical importance. Memphis RC residents must be aware of how potential employers benefit from the available wage credits and must understand and promote the benefits of these wage credits when applying for a job.

Workforce Development

Over the past decade, one of most significant factors in the decision of many businesses regarding whether to locate or expand in an area has been access to a pool of qualified labor. Accordingly, the Memphis economic development and workforce development specialists on the RC Task Force realized that focusing on the provision of qualified labor was one of the best ways to foster business development and expansion in the RC. However, the City of Memphis not only wants to expand business activity with the RC but also wants to make sure that RC residents are able to benefit from the new employment opportunities that are created. The RC Task Force concluded that the provision of training services and supports to RC residents would meet the needs of both those residents and businesses, and thus would offer the chance to achieve a multiplier effect in the RC.

Therefore, Memphis has given priority to the creation of an Workforce Development component in its RC effort that will provide necessary employment training as well as complementary social services for RC residents. These efforts will both promote the placement of RC residents in new and existing jobs in the RC and throughout the region, and foster entrepreneurship and business ownership by residents. This comprehensive effort will benefit from partnerships that have been established with and among city, county and state workforce training programs.

Training for the More “Job-Ready”

The RC’s workforce development training activities for employment-ready workers take advantage of the many partnerships that Memphis, Shelby County and the State have already developed to achieve their shared goal of developing a skilled and productive workforce. Memphis has two primary vehicles for preparing the “job-ready” for employment, the Memphis, Tennessee Career Center (“Career Center”) and the Tennessee Technology Center at Memphis (“TTCM”). The Career Center serves as a workforce resource center providing Memphians assistance in securing federal, state, and local tuition assistance (Pell Grants and Tennessee Student Assistance Programs), access to workforce databases, links to Tennessee Employment Securing and counseling in retraining and workforce development initiatives. The TTCM serves



as the post-secondary training center. The TTCM provides training initiatives span from three to eighteen months and include programs in computer technology and operation, allied health, truck driving, building construction, machine tool, and automotive technology. Both sites are located in the Memphis Renewal Community and on major transportation corridors making them easily accessible for RC residents. Both the Career Center and TTCM have indicated their commitment to work with RC residents to assist them in receiving the training necessary to take advantage of the new job opportunities that the RC will produce.

Expanded Workforce Development Training for the Less “Job-Ready”

Many RC residents face multiple barriers relative to achieving and maintaining employment, including the lack of skills or previous employment experience, the absence of affordable or accessible childcare, health problems, substance abuse, lack of adequate transportation, and criminal records, to name a few. Assisting the long term unemployed or underemployed to make the transition into the workplace and family-sustaining employment is therefore often difficult and resource-intensive. Frequently, considerable “soft skills” training (relative to interpersonal communications skills, comportment, understanding expectations in workplace environments, etc.) is necessary before more industry-specific hard skills training can be undertaken with any success.

The cornerstone of the Memphis RC workforce development efforts aimed at less job-ready residents will be the establishment of a continuum of employment services, from basic life skills to specialized job training to long-term employment opportunities at identified employers in Memphis, including Williams Refinery and FedEx. In addition, links to a variety of necessary supportive services for clients during training and post-placement will be created.

In addition to the training and supportive services activities described above, the Memphis RC will take steps to foster the hiring of RC residents by:

- **Increasing the awareness about RC tax incentives among RC residents as well as key business sectors;**
- **Matching interested employers with RC residents; and**
- **Reducing the obstacles encountered by residents and businesses interested in taking advantage of RC opportunities.**

Informing RC Residents about Availability of Employment Wage Credits

Recognizing the lack of awareness, particularly among small service and retail businesses, regarding the employment wage credits, the RC’s workforce development activities will include the provision of information to residents detailing the benefits to employers in hiring RC residents. This information dissemination to RC residents will not only provide job seekers with an additional tool for gaining employment, but will also help to market the RC benefits to businesses both inside and outside the Renewal Community.

Creation of an “Employment Database” (An Innovative/Best Practice)

The best practice models from earlier HUD efforts indicate that the creation of a database on employment openings can help link employers and RC residents. Therefore, the Memphis RC plan calls for the development of an internet-based employment database that lists all employers both in the RC and in the greater Memphis region who are interested in hiring RC residents. For example, FedEx, Williams Refinery, and St. Jude’s have already made the commitment to hire RC residents, and will have their hiring requirements posted on the Internet database.



Creation of “Residence Certification Program” (An Innovative/Best Practice)

Employers face hiring decisions every day. Many employers are faced with hiring two equally qualified candidates for a job. If there are wage credits available by hiring RC candidates, the decision becomes easier.

While the benefit of the wage credits goes to the employer, it is equally the responsibility of prospective employees to be aware of the wage credits available to them under the Renewal Community designation. Residents within the RC will be targeted with specific information regarding all of the RC wage credits, including the Employment Wage Credit, the Work Opportunity Tax Credit and the Welfare to Work Tax Credit. Knowledge of the availability of these credits during the employment interview process, as well as assistance in completing the necessary pre-employment paperwork, is an essential component of success.

Utilizing a best practice model from earlier HUD efforts, the Memphis Renewal Community will implement a Residence Certification Program. The program will provide RC residents with cards that certify their place of residence. The card can then be given to potential employers for utilization of the employment wage credits. This program will assist employers by removing steps from the tax filing process, as well as informing residents that they can market themselves to employers. Businesses in the Memphis RC will also be given posters for display in their lobby or human resource office that proclaim them an “RC Employer”, reminding residents to show their residence certification when applying for a job. In addition, major employers inside and outside the RC will be encouraged to display a poster proclaiming their eagerness to hire Renewal Community residents.

WIB Career Center Program

The Workforce Investment Board currently operates only two career centers in Shelby County, located at the Memphis Area Transit Authority Hub and at the main office of the Memphis Housing Authority. While this location makes it accessible from any mass transit bus line in the city, it remains miles away from the people most in need of assistance. The Workforce Investment Board will open satellite career centers in targeted neighborhoods throughout the city, and is committed to do so in several areas within the Memphis Renewal Community.

WIB Training Plan

Many residents have multiple barriers to workforce participation, including lack of affordable childcare, health problems, substance abuse. Assisting the long term unemployed make the transition into the workplace is difficult and resource intensive.

Memphis not only wants to expand business activity with the Renewal Community but also wants to make sure that RC residents are able to benefit from these opportunities. Therefore, Memphis has prioritized the creation of an WIB Training Plan that promotes the placement of RC residents in new and existing jobs both in the RC and throughout the region and fosters entrepreneurship and business ownership by residents. Fundamentally, the City of Memphis is committed to pairing the City’s goals of enhancing job creation in the RC and providing the necessary skills, and business training and complementary social services. The achievement of these goals is founded upon a series of programs designed to meet the specific and different needs of RC resident populations. This comprehensive effort requires the development of sustained partnerships with city, county and state workforce training programs.

The Workforce Training Plan was crafted to meet the varying needs of two employment pools: RC residents that are employment ready but require additional training to meet the hiring needs of specific employers; and RC residents who have multiple barriers to employment.



Supportive Services

As part of its workforce development component, the Memphis RC will access city, county, and state supportive services programs to help residents to address employment barriers relative to childcare, transportation, substance abuse, and healthcare. These services will be delivered through a variety of service providers, but will include coordinated case management to ensure that the full range of service needs of clients are being addressed as efficiently and effectively as possible.

The Renewal Community is an important opportunity for collaborative planning and long-term effort involving the local economic development agency and human service providers, including the State agency that administers the TANF program. Inter-agency coordination among economic development and human service organizations is a vital component of the overall effort to help needy residents gain employment, develop careers and become economically self-sufficient. The Memphis RC neighborhoods are economically distressed area with many impoverished residents who currently depend on assistance through the TANF program to support their families and succeed in the work force. The Memphis Renewal Community has joined with the Tennessee Department of Human Services in a collaborative agreement to work together to assist RC residents. The agreement calls for the development of a strategy to provide needed job-related supportive services such as transportation services, child care, and job-search assistance and to otherwise improve access to such services for TANF-eligible residents.

Transportation

The Memphis Area Transit Authority (MATA) recognizes the transportation challenges for RC residents and has worked to enhance services in two ways: through the Job Access and Reverse Commute (JARC) program as well as through its Regional Transit Plan (RTP) which calls for the development of a regional light rail system to better connect residents with job opportunities.

According to MATA key user needs directly related to Job Access/Reverse Commute issues include:

- The need to provide more mobility options and services for the unemployed, underemployed and “transportation disadvantaged”;
- The need to expand service area and operating times of MATA bus transit services; and
- The need to provide system users with easy-to-understand, accurate and up-to-date information on available transit and mobility alternatives, including near “real-time” pre-trip information.

Seven work elements comprise the JARC program. These activities will be closely integrated in order to (1) satisfy the existing demand for transportation, and (2) begin implementation of a sophisticated computerized system to match welfare clients with jobs, and to track effectiveness of the transportation system in achieving the goals of the program. All activities are planned to continue at least through Fiscal Year 2003. The seven activities are:

1. New and Expanded Fixed Route Peak Service – one new route and one extension of an existing route to link inner city areas with underserved suburban employment centers.
2. Expanded Fixed Route Non-Peak Service – improved midday, night and Sunday service on existing routes.
3. Supplemental Provider Services – new feeder and/or paratransit service to complement fixed route service
4. Extension of Emergency Ride Services – curb-to-curb transportation services for customers who are unable to utilize fixed bus routes or supplemental services
5. Marketing and Employer Coordination – print advertising, direct mail and employer outreach efforts



6. Mobility Management Strategy Implementation – a system to enhance communication, and network linkages among transportation providers and human services providers
7. Activation of Public Transit Information Capability – geocoding MATA's fixed route system for use by human services providers.

The RTP for the Memphis Area Transit Authority (MATA) includes major fixed guideway investments in three corridors by the year 2020. Plans for a light rail system to be developed over the life of the Renewal Community designation and beyond will significantly benefit residents of the RC.

The three corridors were selected and studied based on a number of criteria including the potential impact on low-income residents and the capacity of each to transport these residents to job centers throughout Shelby County. Each of the three corridors would create improved mass transit options for RC residents to access existing and prospective job centers. The three corridors are:

North Corridor: This corridor will connect the Midtown and downtown areas to the Millington community in the north central section of Shelby County. The primary concentration of jobs in this corridor occurs at the south end (between the Wolf River and downtown Memphis) and the north end in Millington. The corridor will allow residents access to jobs within the north Memphis area, while also connecting these residents with jobs outside the RC.

Southeast Corridor: This corridor will connect the Midtown and downtown areas with the Memphis International Airport area, an area where the projected number of jobs for 2020 is estimated at 244,200, an increase of about 40 percent over 1995. In addition to handling about five million passengers each year, the Airport also serves as the primary hub for Federal Express' national and international operations. RC residents will be able to easily access the downtown terminal point of this corridor thereby giving them ready access to job opportunities in the airport area, including jobs at the FedEx SuperHub.

South Corridor: This corridor is envisioned as an extension of the downtown rail line that terminates at the Central Station complex on the south side of downtown Memphis. The corridor would run south through the South Memphis, Whitehaven and Southaven communities and terminating in Horn Lake, Mississippi. The total jobs in the South Corridor were estimated at 86,000 jobs in 1995. The projected number of jobs in 2020 is estimated at 128,800, an increase of about 50 percent, with approximately 73 percent of the projected employment growth would occur in the Mississippi portion of the corridor. This corridor, again with a readily accessible downtown terminal point, will provide much-needed transportation for RC residents to the Frank Pidgeon Industrial Park and the Rivergate Industrial Port, as well as to job opportunities outside the city in northern Mississippi.

The Memphis Area Metropolitan Planning Organization (MPO) has adopted the RTP as the Transit Element of the Long Range Transportation Plan. The Memphis City Council and the Shelby County Board of Commissioners have endorsed the RTP as well as the recommendation from its Corridor Selection Study that "the Airport be the primary destination of the next phase of high capacity transit served from the Southeast corridor. The next phase of the transit plan should also be based on a broader service plan that would permit expansion of service to all of the corridors."



Reducing Crime

Crime reduction strategies, such as crime prevention, including the provision of crime prevention services by nongovernmental entities.

Crime in Memphis has declined in recent years. The Memphis Police Department shows a 27% decrease in crimes in the areas of homicide, rape, robbery, burglary, larceny, auto theft and aggravated assault in the four years between 1996 to 1999, the last full year for which statistics are available.

City of Memphis Crime Statistics

	1996	1999	% Change
Homicide	155	122	-21.29%
Rape	789	662	-16.10%
Robbery	5,970	3,708	-37.89%
Burglary	16,634	12,973	-22.01%
Larceny	26,828	21,729	-19.01%
Auto Theft	14,284	7,842	-45.10%
Aggravated Assault	5,615	4,086	-27.23%
	70,275	51,122	-27.25%

Source: Memphis Police Department
Compiled by Officer Danny Stamps for COMPSTAT

For many businesses currently located in or considering moving to the Renewal Community, a fundamental concern is public safety. Business owners want assurances that they, their employees and their suppliers will be safe. They also recognize – particularly for retail and service establishments — that public safety is a key factor in their ability to attract and keep employees and customers.

Although crime has decreased in Memphis over the past five years, the Renewal Community planning team recognizes that crime – whether real or perceived – is an issue that must be addressed for businesses to be comfortable moving into or expanding within the RC. Therefore, the RC planning team has reached out to the Memphis Police Department to develop a coordinated economic and crime prevention strategy.

The Memphis Police Department is a major partner in the RC initiative, having already demonstrated its dedication to the Memphis RC by operating five (5) COACT (COMMUNITY ACTION) units in the community. COACT units return police officers to the community and provide more efficient service to citizens. Police officers and supervisors are most effective when they are allowed to use creativity and problem solving abilities at the operational level to address needs within a given neighborhood.

The community policing mission of the Memphis Police Department, in partnership with the community, is to create and maintain public safety, serve the needs of the communities, and improve the city's standards by forming a stronger union between the Memphis Police Department and the citizens of Memphis. This vision is to ensure the safety and security of everyone residing in the City of Memphis by providing pro-active and professional police services with a touch of compassion and concern, a vision that goes hand-in-hand with the Memphis Renewal Community vision to create thriving neighborhoods, as well as the value the community places on safe neighborhoods.

Community policing is both a philosophy and an organizational strategy to carry out that philosophy. It allows the police and the community to work closely together in new ways to solve the problems of crime, illicit drugs, fear, physical and social disorder (from graffiti to addiction), neighborhood decency, and the quality of life in the community. This philosophy rests on the belief that people deserve input into the police process, in exchange for their participation and



support. This partnership allows both the citizens and the police the freedom to explore creative new ways to address neighborhood concerns beyond a narrow focus on individual crime incidents.

In addition, the Memphis Police Department and RC planning team are working together to establish the structure for a formal community partnership in the community that will permit the department to respond quickly to businesses and residents concerns about public safety in the RC.

Reducing Government Requirements

Actions to reduce, remove, simplify, or streamline governmental requirements applying within the RC such as:

- a) **Density Bonuses** – Permission to develop or redevelop real property at a higher density level than otherwise permitted under zoning ordinance, e.g., increased height or increased number of residential or business units.

Specific strategies have not yet been developed to implement density bonuses in the Memphis Renewal Community, however, these will be explored in depth should the designation be made.

- b) **Comprehensive or One-stop Permits** – Streamlining construction of other development permitting processes, rather than requiring multiple applications for multiple permits, e.g., for demolition, site preparation, and construction, the developer or redeveloper submits a single application that is circulated for the necessary reviews by the various planning, engineering, and other departments in the county or municipality.

One-Stop-Shop Assistance

The One Stop Business Assistance Program is designed to facilitate and expedite the permitting, licensing and regulatory processes. “One Stop” is committed to streamlining the regulatory process for businesses in Memphis. The Memphis and Shelby County Division of Planning and Development coordinates the One-Stop-Shops with the Memphis Area Chamber of Commerce and other local entities. The program is designed to address specific project-related concerns by pooling informational resources in an arranged meeting of the appropriate public or quasi-public representatives. Many different types of issues may be covered including codes, taxation, incentives, utilities, permitting, training and human resources.

Fast Track Permitting

The Memphis and Shelby County Office of Construction Codes Enforcement offers a “Fast Track” program that can cut red tape or delays occasionally associated with construction permitting. Fast Track Permitting is the most favorable treatment for handling plans and involves taking the plans out of order for review and handling the review immediately. This level of approval is usually accorded in conjunction with major economic development projects in which a “One Stop Shop” meeting has been held and a commitment for the fast track permitting has been committed by the local governments. This process allows the issuance of a footing and foundation permit after the plans have been sufficiently reviewed to determine that there are no significant data missing or areas of disagreement on the design of site infrastructure. This process can save up to 2 - 4 months depending upon when final engineering plans are corrected and returned, scheduled for the legislative body, and the final plat recorded.



- c) **Variance/Exception Policies** – Counties or municipalities may pass ordinances that permit variances to or exceptions from certain zoning or other land use limitations. Examples include a reduced building set-back requirement or a reduced requirement for the provision of parking. The policy may be limited to a particular geographic area.

Specific strategies have not yet been developed to implement variance and exception policies in the Memphis Renewal Community, however, these will be explored in depth should the designation be made.

- d) **Voluntary Environmental Compliance Program** – A shared or limited environmental liability from certain legal or administrative action in exchange for undertaking an approved program of environmental investigation, hazard control, and on-going risk reduction activities. Typically, the liability limitation is for future environmental cleanup (and not against lawsuit for damages). Risk of cleanup may be shared by the developer or property owner and the government.

The City of Memphis, working with other municipalities, State legislators and the State of Tennessee, recently secured passage of expanded voluntary clean-up for brownfield and other hazardous substance sites. Prior to passage, the law provided for a voluntary cleanup oversight and assistance program whereby parties may clean up an inactive hazardous substance site with oversight by the department of environment and conservation by entering into a consent order outlining steps for investigation, cleanup, monitoring, maintenance, and oversight cost reimbursement. This legislation expands present law by authorizing the commissioner of environment and conservation to enter into voluntary agreements or consent orders for voluntary cleanup of solid waste disposal sites and brownfield redevelopment projects in addition to inactive hazardous substance sites. It also clarifies that such projects may cover sites contaminated by hazardous substance, solid waste or any other pollutant.

The legislation defines “brownfield redevelopment project” as screening, investigation, monitoring, control, and/or remediation of property whose use is complicated by real or perceived adverse environmental conditions, and adds the following requirements to voluntary agreements or consent orders for voluntary cleanup and oversight projects: (1) The agreement or order could not limit liability for contamination occurring after the date the agreement or order is entered into; (2) The agreement or order could not limit liability for contamination not identified and addressed in the agreement or order; and (3) No agreement or order could be entered into for a site listed on the federal National Priorities List without concurrence of the United States EPA.

In addition, prior to passage, the law authorized the commissioner to allocate liability under a voluntary agreement or consent order, provided the allocation is only binding on the participating party, the state, and successors-in-interest to the participating party. This legislation expands present law by authorizing the commissioner to do the following with respect to voluntary cleanup agreements and orders: (1) Apportion liability under agreements or orders involving inactive hazardous substance sites in the manner the commissioner is presently authorized to apportion liability for sites listed on the list of hazardous substance sites or when the commissioner begins to expend funds to investigate, identify, clean up, or contain a site; and (2) Limit liability to the obligations in the agreement or order and extend such liability protection to future owners, tenants, lenders, fiduciaries, insurers, developers, or contractors conducting response actions at the site, conditioned upon performance of the order or agreement and compliance with any land use restrictions required in the order or agreement.



The legislation provides persons who enter into a voluntary cleanup and oversight agreement or order that limits liability with immunity from liability to third persons that have actual or constructive notice of the agreement or order for contribution on matters addressed in the order or agreement.

Involving Community Partners

Involvement in economic development activities by private entities, organizations, neighborhood organizations, and community groups, particularly those in the RC, including a commitment from such private entities to provide jobs and job training for, and technical, financial, or other assistance to employers, employees, and residents from the RC.

Renaissance Business Center (An Innovative/Best Practice)

Memphis is establishing a Business One-Stop Center, which will be known as the Renaissance Business Center (“RBC”). This center is particularly intended to encourage small and minority business development.

The goals of this initiative are twofold:

- To ensure that no start-up business or existing small or minority business owner in the RC seeking financing is denied the opportunity to develop a viable loan package; and
- To provide a continuum of training and technical assistance including management, marketing, basic bookkeeping, and operations management for businesses at every level of development or growth.

The Renaissance Business Center will have integrated programmatic components that address each of these goals.

The RBC will co-locate staff from the City of Memphis (Loan Funds and Contractor’s Assistance Program), Small Business Administration (SBA), Tennessee Small Business Development Center (TSBDC), Black Business Association (BBA), and the Memphis Area Minority Contractor’s Association. The decision to bring these entities under one umbrella stemmed from an evaluation of service delivery by the city’s business development programs, along with a decline in the quality and quantity of business potential borrowers and loan applicants in these programs.

The RBC service providers will assist applicants and potential borrowers operate and grow their businesses by providing increased access to capital and technical assistance. One feature of the RBC will be the creation of a revolving loan fund specifically for smaller businesses.

City of Memphis Division of Housing and Community Development (HCD)

A key component in the program is the establishment of partnerships with specific City of Memphis operating divisions that are responsible for the enforcement of city code ordinances, the expedition of infrastructure improvements in the Memphis Renewal Community. The City of Memphis Division of Housing and Community Development (HCD) will coordinate efforts of the Neighborhood Partnership Program, which builds upon the Memphis Mayor Willie W. Herenton’s promise to make this the “Decade of Neighborhoods”. Through HCD, the Neighborhood Partnership Program will make available the funds and support necessary to provide neighborhoods the empowerment that is critical to success. Assistance will come not only in the form of funding, but also in technical assistance through Memphis Community Development Partnership and the Academy of Community Building. The Neighborhood Partnership Program will also provide assistance to organizations within neighborhoods to build capacity to carry out housing or economic development initiatives.



Commercial Revitalization Program

An integral part of a sustainable community is the availability of retail and commercial services for residents. The Memphis Renewal Community will work with the Commercial Revitalization Program of the Memphis & Shelby County Division of Planning and Development to identify potential commercial and retail services needed by residents and match with available properties, local and federal tax incentives.

The Commercial Revitalization Program is a major business and economic development component of redevelopment efforts in Memphis' older neighborhoods. Additionally, it serves as the economic development program for Planning District Plans, Neighborhood Plans and economic and business development recommendations for inner city areas. It is also part of the Memphis 2005 Economic Development Strategy for Memphis and Shelby County.

The Commercial Revitalization Program involves studying the inner city commercial areas within the Interstate 240 Beltway and developing plans of action to revitalize them – many of which are located in the Renewal Community. In many cases, these areas were once vibrant places to live, work and shop. However, during the past thirty years, several factors have contributed to the physical, economic and environmental decline of inner city areas in the City of Memphis, including out-migration from inner city areas, disinvestment by the private sectors, declining land values, relocation of companies and their workers, and new commercial competition from outside the community.

The functional components of the Commercial Revitalization Program include:

Vacant Property – Vacant commercial properties located within pre-identified neighborhoods and/or Planning Districts will be inventoried for use in identifying economic development opportunities for targeted private sector investments.

Commercial Redevelopment – An entire commercial strip or area will be redeveloped to provide a full range of services and facilities to serve the residents of the neighborhood.

Commercial Demolition – This component will provide the resources required both technical and fiscal, to remove buildings or other structures which are detrimental to redevelopment activities in targeted areas within the City of Memphis.

Facade Treatment – The objective is to provide a uniform or “theme” exterior treatment for a particular area so it is readily identified as a “special district.”

Fiscal Assistance – This component will provide loans and grants to businesses locating in inner city commercial areas.

Merchants Association – This component will establish an advocacy group for local businesses that will “own” the project after Memphis and Shelby County Governments have completed its goals.

Technical Assistance – The Office of Planning and Development will provide assistance to new retail and commercial businesses that expand or relocate in inner city areas. OPD will act as a clearinghouse for information and referrals to businesses. Additionally, assistance to existing and start-up businesses will be provided by the Renaissance Business Center, the Tennessee Small Business Development Center and other technical assistance agencies.

The Commercial Revitalization Program will be funded through the City of Memphis and Shelby County governments.



Family Resource Centers

Often the barriers to economic self-sufficiency are beyond the bounds of workforce training alone. Problems from health care to transportation, from day care to literacy, may be the next step a resident needs to take along the path to success. Through the Memphis City Schools Family Resource Centers, the Memphis Renewal Community will seek to coordinate with existing programs providing such services. Center staff will work with RC residents to help them identify their individual next step and then work to link the resident with existing programs available, from adult literacy programs, parenting skills programs, youth programs or health care. The program will work with all partners in the RC.

Through the Family Resource Centers, the Memphis City Schools creates partnerships to develop a system of coordinated services and resources for Renewal Community families to meet their needs within schools and communities. The program develops personal talents and skills, increases income generation, builds community-based enterprises, creates self-employment options, and expands educational, health care services and resources for children, divided into two categories:

Economic Opportunity – Increase the marketable skills, income generation and self-employment options through job training, job linkages and job matches.

Sustainable Community Development – The Family Resource Centers will work in conjunction with existing service providers and the private sector to ensure a total service system to families via adult literacy programs, parenting skills programs, youth programs and improved access to health care.

The Family Resource Centers located in the Renewal Community are at Cummings Elementary School, Stafford Elementary School, Douglass Elementary School and Hanley Elementary School. These Centers are the structural mechanism through which services are provided to children and their families. These services are delivered through partnerships with community agency providers to ensure that health care, education and training and social services are available to families in the school communities served by the Family Resource Centers.

The Memphis City Schools make both the facilities and services accessible to respond to the articulated needs of the community per the community engagement process by establishing advisory councils composed of community residents, parents/caregivers of students enrolled in the Memphis City School System, business people, and other stakeholders within the Memphis Renewal Community and Family Resource Center for the purpose of planning, ascertaining, implementing, and evaluating services and resources.

The program has been in operation since 1997, due in part to the City of Memphis' Enterprise Community designation. Memphis City Schools will continue to cooperate with the public and private sectors to provide educational and support services to the underserved residents of the Renewal Community.

YO! Memphis

Another piece of the Memphis RC is YO! Memphis, the local Youth Opportunities Movement, funded by a five-year \$25 million grant from the United States Department of Labor. A collaborative venture between the City of Memphis and grassroots citizens, businesses, clergy, educators, government officials and public and non-profit agencies, YO! Memphis is dedicated to helping youth develop into productive and contributing members of the community.



The mission of YO! Memphis is to identify and provide the necessary resources to effectively serve economically disadvantaged and at-risk youth, between the ages of 14 and 21, who reside in the current Memphis Enterprise Community. The goal is to help youth to stay in school and graduate, earn a GED, learn job skills, attend college, trade school and/or technical school and earn long term employment. The vision is that all youth, particularly, those who are out of school, acquire the necessary skills and work experience to successfully transition into adulthood, careers, further education and training.

Five YO! campuses are located across the city. The Main Campus houses a recording studio, a café and a recording studio, operated by program participants. YO! Career Centers are also located in eight schools. In addition, as a partner in the One-Stop Career Center System, youth have immediate access to employment opportunities in a centralized location.

YO! Memphis offers a wide variety of other program activities and academic enhancements, including standardized test preparation, academic tutoring, college tours, cultural enrichment, apprenticeships, video production, stock market analysis, computer operations training, community service projects, health and wellness program, entrepreneurship training, recording industry classes, computer software certification and job placement.

During the first year of operation, YO! Memphis impacted the lives of 1,825 young people in the Memphis community: 144 earned GEDs or diplomas or enrolled in college; 122 entered unsubsidized employment; 100% remained in school; test scores increased; 98% were promoted to the next grade and 83% of twelfth-graders graduated. The goal each year is to increase the number of youth involved by 50%. By the end of the fifth year, over 7,500 youth will benefit and it is expected that, if the movement is sustained, in 10 years this number could double to at least 15,000.

Soliciting In-Kind Donations

The gift or sale at below or fair market value of surplus real property held by the state or local governments, such as land, homes, and commercial or industrial structures in the RC to neighborhood organizations, community development corporations, or private companies.

Specific strategies have not yet been developed to implement policies for the solicitation of in-kind donations in the Memphis Renewal Community, however, these will be explored in depth should the designation be made.



Timetable and Performance Measures

In accordance with the post-designation requirements, the Coordinating Responsible Authority (CoRA) for the Memphis Renewal Community will be identified and submitted within 30 days of the designation. It will be community driven and based on the concept of shared decision-making. The strengths, skills and resources of all stakeholder groups are represented in the governance and utilized for the improvement of the Renewal Community. Likewise, the CoRA will work with HUD officials to develop and submit for approval a detailed Tax Incentive Utilization Plan for the Memphis Renewal Community within 180 days of the designation. Additional activities are listed in the table on the following page.

The success of the Memphis RC will become a reality through inclusive planning, effective program management and investment of both public and private resources. The City's administration has committed substantial resources – both direct and in-kind – to the success of the Memphis RC, realizing that the renewal of the RC is a critical part of the continued renewal of the entire city. The lessons of the past have taught us the critical importance of gauging our progress. Therefore, specific, measurable strategies have been developed for each goal, with outcome measurements and responsible entities. The success of the Memphis Renewal Community effort will be documented with a performance measurement system that will routinely collect relevant baseline data as well as process and impact objectives; analyze the data to chart progress toward meeting RC goals; make necessary corrections to the strategic plan; keep the full range of stakeholders informed about RC activities and accomplishments; and apply lessons learned in other neighborhoods throughout Memphis. The performance measurement system will measure both process and impact outcomes, enabling all community participants involved in the RC to focus on what matters most – results.

Process Outcomes:	Impact Outcomes:
Creation of additional WIB career centers in RC neighborhoods	Increase in number of RC residents receiving workforce training
Creation of priority status program for training of RC residents	Increased awareness of tax incentives among local business community
Implementation of a residence certification program for RC residents seeking employment	Better trained RC residents
Education of RC residents on applicable wage credits	Increase in usage of RC tax deductions and capital gains treatment by area businesses
Benchmark study on awareness and use of local and federal tax incentives	Increase in usage of RC wage credits
Database of RC businesses and tax incentive utilization	Creation of job opportunities inside RC census tracts
Identification of potential entrepreneurs willing to locate in the RC	Creation of job opportunities for RC residents in businesses located outside the RC census tracts
Number of attendees at training institutes and workshops willing to locate in the RC	Number of new businesses created
Number of persons and families served in childcare programs, youth programs, family programs and homelessness programs operated by Memphis City Schools Family Resource Centers and YO! Memphis	Increased public investment in the Memphis RC
Creation of additional COACT Units in RC census tracts	Decrease in crime statistics in RC neighborhoods



Renewal Community Timeline:

Year 1:

Develop and adopt written policy and procedural guidelines for RC workforce assistance programs

Institute procedures for coordination with Workforce Investment Board, Tennessee Department of Human Services, Memphis Area Transit Authority

Complete benchmark study on tax incentive utilization

Develop/distribute RC marketing materials

Complete initial marketing outreach to all employers located inside and outside the RC

Develop/implement Residence Certification Program

Collect data on RC residents looking for employment and/or job training

Develop/distribute Residence Certification materials to residents in seeking employment or those in job training programs

Hold quarterly workshops for RC residents to educate them on available wage credits

Begin outreach to businesses/business associations, banks, attorneys, RC residents and potential business owners

Identify available locations for WIB Career Centers

Develop/implement WIB Training Plan

Develop curricula for initial Renaissance Business Center training programs

Conduct training of economic development staff across relevant agencies

Establish Renaissance Business Center

Develop/refine and formally adopt written procedures for coordination with Memphis City Schools Family Resource Centers and YO! Memphis

Establish formal partnerships with City of Memphis Division of Public Works, City of Memphis Engineering Division, Memphis Light Gas & Water Division, Commercial Redevelopment Agency

Inventory Memphis RC and create a prioritized list of infrastructure improvements

Establish formal partnerships with Memphis Police Department COACT Units

Years 2-4:

Open WIB Career Centers

Refine mechanisms for communication and coordination among economic development, workforce development, and supportive services agencies

Identify and recruit additional companies and industries for replication of targeted training efforts

Continue marketing outreach activities; revise materials and outreach approaches as necessary

Complete employment database tracking RC businesses and tax incentive utilization

Continue (and revise as needed) Residence Certification workshops

Conduct assessment of financial and technical assistance services, including satisfaction survey administered to businesses that sought assistance; conduct follow-up survey of services provided at Renaissance Business Center

Establish additional training and technical assistance services at Renaissance Business Center

Monitor curricula and service provision at Memphis City Schools Family Resource Centers and YO! Memphis

Years 5-8:

Maintain (and refine as necessary) mechanisms for communication and coordination among economic development, workforce development, and supportive services agencies

Assess and enhance all programs as necessary

